Together Growing

The Root Values and Organizational Leadership

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The Root Values and
The PACT-L Model of Relationships

The Empowered Community

An empowered community enlists the creativity and resourcefulness of individuals. It consists of common people in uncommon relationship. It takes off when people take responsibility for the quality of their common life. By the degree to which people are limited in their ability to relate to others, it is diminished.

The PACT-L Model maps relational dynamics. How you prioritize four Root Values – People, Autonomy, Commitment, and Truth – informs your choices and behavior. Your consistent preference becomes a relational style grounded in specific habits that you experience as "normal."

The four relational styles are Directing, Exploring, Influencing and Inspiring. A relational style is learned. It is not a character trait anchored in your genetic profile. What has been learned can be enriched. You can expand your relational competence. Because the PACT-L Model addresses relationships, it has many applications. This explores the model applied to organizational leadership.

To learn more about Root Values, The PACT-L Model, and Relatonal Styles see: *The Root Values: Releasing the Power of Community*, available at www.together-growing.com/resources.)

Community and Organizations

To apply the the PACT-L Model to organizational, you must begin with the distinction between a community and a formal organization. In many ways a community and an organization are similar, but their similarities hide a critical difference.

An empowered community enlists the creativity and resourcefulness of individuals.

In community people relate on a personal basis. Communicaton is direct, mutually supportive, and dialogue partners are mutually accountable to one another. That is, they treat each other as equals. Different positions or roles do not undermine the responsiblity to treat one another fairly.

In an organization impersonal structures facilitate interaction. This includes such things as formal leadership roles, bylaws and policies, rules and regulations.

Some organizations, lack community. They are machines without heart. Other organizations are constituted by one or more communities. The organization serves as a holding environment that allows community to flourish.

When your organization lacks community, your employees don't care. They love their paycheck. They love the benefits. But they may not love one another. They will do what it takes to secure what they love. But they will not invest, push, strive, or sacrifice.

The PACT-L Model can help leaders design organizations that assure the emergence of healthy communities within them.

The similarity between communities and organizations often leads to confusion and misguided expectations. The confusion becomes bewildering when legacy communities transition to more impersonal organizations, such as when a successful small business grows beyond the family and moves toward more formal management.

There comes a moment in the growth of a community when the personal nature of the association necessarily breaks down. Everyone can no longer relate on strictly personal terms. Direct encounter no longer orders their common life. Politics, policy and precedence replace direct relationship as instruments of mediation. Community has morphed into an organization.

For example, a small team successfully establishes a profitable service or product in a new market. It expands to sustain its operation

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to meet rising demand. As the team grows it loses the "family feeling" it once had. Before, any employee could just walk into the leader's office with a solution. Now a new policy requires that an idea pass through a committee or through several layers of management. The small business – formerly a community -- has become an organization.

The very best organizations successfully create formal structures that encourage communities to flourish within them.

Consider the manger who successfully creates a community within her team. The dialogue remains personal. That is, direct. She does not hide behind "corporate policy." She does not assert her authority as a shortcut to resolving issues in a collaborative way. Her high-functioning team models relational competence. She may pull in partners from other teams from time to time to enhance productivity or to inform a decision. When she does, the dialogue remains personal.

The organization within which she works, however, necessarily remains constituted as a formal institution. Policies and procedures facilitate resource distribution, unified action, and a consistent means of evaluation. Management expectations are regulated by personnel policies, revenue objectives, and cost controls that come from outside the community of her direct reports. Due to the principle of Cooperative Mutual Resistance (discussed below) such policies actually empower the formation of community within task groups and on teams.

The Board of Directors and shareholders make decisions that influence the productive environment. They are necessarily (and appropriately) remote from the day to day interactions of the manager and her team. Though remote, they need not undermine the formation of community. They institute policies that empower communities within their organization.

Cooperative Mutual Resistance: Leadership occurs when one person extends an invitation to relationship to another who is capable of response.

Leaders of the most satisfying organizations to work for create an environment that encourages communities to flourish within them. Leaders who understand the difference between a community and an organization can be more intentional in their leadership of both.

Governance and Supervision, Partnering and Mentoring

The PACT-L model introduces the principle of Cooperative Mutual Resistance. This principle asserts that leadership occurs when one person extends an invitation to relationship. In accepting the invitation the other person necessarily presents an oppositional presence. This need not be a negative experience.
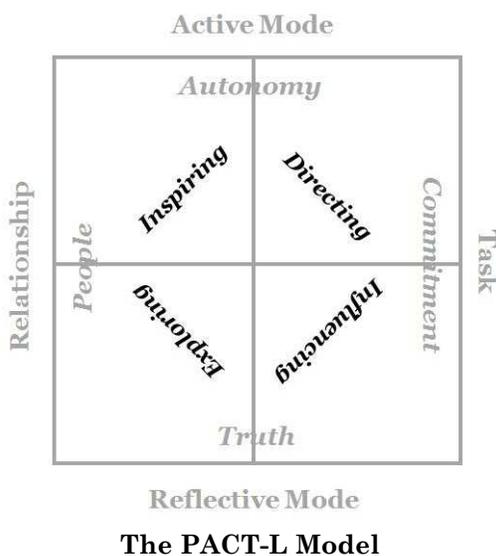
Opposition is not something to be overpowered or evaded. It is to be embraced. High functioning relational partners recognize resistance as a simple function of personal agency.

Human beings are not objects. We make choices. Personal resistance energize constructive engagement when managed well. Mutual Cooperative Resistance enables two people to cooperate in a way that honors the interests of each. It keeps in check both the shortcut of domination, and the abdication of responsibility that results from avoidance.

Two personal agents engage one another. They acknowledge that they must address competing goals and limited resources. The interect openly and honestly. The expect mutual resistance as a normal and health part of a productiive relationship. Mutual Cooperative Resistance generates creative responses to challenges we share.

It requires three elements.

First, it requires relational competence. A person must be capable of taking responsibility for personal discomfort, monitoring one's own habits, and practicing greater intention in relationship. *The PACT-L Relational Styles Profile* can help you develop greater awareness

Active Mode

Autonomy

Inspiring   Directing

Relationship   People   Commitment   Task

Exploring   Influencing

Truth

Reflective Mode

The PACT-L Model

of your most comfortable habits in relationship. (To learn more visit, www.together-growing.com/resources.)

Second, Mutual Cooperative Resistance requires a partner who is able to respond to an invitation to a relationship of mutual resistance. I may be developing greater relational competence. But I am not always ready to interact with another person with my most competent self. Emotional exhaustion, heightened stress, or external events sometimes generate unmanageable anxiety. This undermines one's readiness to respond to an invitation to a relationship of Cooperative Mutual Resistance. At such times one will tend to dominate the interaction or avoid it -- depending on one's most comfortable relational style. When stressed we tend to regress into our most familiar habits. We engage others with less intention.

Those with greater relational competance explores the readiness of the dialogue partner for engagement. They "ask quetions about proess." In this case the questions address personal process -- exploring how the other person is feeling before they invite him or her into a dificult conversation. The exploration for readiness to engage is an important first step to productive dialogue.

Finally, Cooperative Mutual Resistance requires an external authority or structure that channels cooperation in appropriate directions. These are the rules of the game. Indeed, the primary function of leadership in organizations is to provide for, monitor, and reinforce the structure -- rules, norms, laws, policies, etc. -- that channel personal resistance creatively.

Applying the priniciple of Cooperative Mutual Resistance, the PACT-L Model allows us to indentify four functions of organizational leadership: Governance, Supervision, Partnering, and Mentoring. Note that each functin corresponds to each of the Relational Styles identified by the PACT-L Model.

The Root Values applied to organizations identify functions rather than relational style. Each of the organizational functions allows us

I N V O L V E M E N T	Mentoring	Supervision	M A N A G E M E N T
	Inspiring	*Directing*	
	Exploring	*Influencing*	
	Partnering	Governance	

to isolate specific actions of organizational leadership and identify appropriate skills required to perform each well.

Note also that we class each of the four functions in one of two responsibilities of leadership: Management and Involvement. These correspond to the Eastern and Western Hemisphers of the PACT-L Model respectivly.

Management, as a responsiblity of leadership, refers to the process of creating and maintaining organizational structure. It sets and reinforces policy. Involvement refers to the goal of facilitating empowering community. In other words, Management structures the context in which a relationship takes places. Involvement is the work of the relationship itself.

Management facilitates Involvement. The best organizations excel in both Management and Involvement. Now we can see how each of two functions of leadership realte to the two responsiblity of leaders.

The resonsiblity of Management includes the functions of Governance and Supervision.

Governance, as a funtion of leadership answers the fundamental business question raised by Peter Drucker: What is our business and what should it be? It determines the basic direction of the organization. Mission statements, customer service practices, human resource policies are all issues of Governance. Governance defines the rules of the game.

Once the structure and process is in place, Supervision, as a function of leadership, maintainsorder by holding people accountable to the priorities of the organization, as defined by governing leadership.

Problems sometimes emerge in organizations by a confusion of these two functions. A supervising manager may arbitrarily undermine good order by innovating a policy or system without consideration for how it may impact the larger organization. Conversely, micro-management may be defined as a governing manager overstepping

> Problems in organizations are a result of a confusion of two functions: Management and Involvement.

functional boundaries with with result that she undermines the influence of an appropriate supervising manger.

The challenge for organzagtional leadership is to raise awareness of what leadership responsibility and function is needed to address the porblem at hand.

Conclusion

Organizational leadership requires both relational competence and the ability to distinguish between a variety of leadership functions. The PACT-L Model provides a ready resouce to guide leaders they create the structures and systems within their organizations that allow community to flourish. It also helps them diagnose organizational deficiencies and identify appropriate solutions consistent with their unique culture and mission.

Challenge: raise awareness of what leadership responsiblity and function is needed to address the problem at hand.

Table 1: Leadership Functions

	Management		Inolvement	
Leadership Function	Governance	Supervision	Partnering	Mentoring
PACT-L Location	Reflective Task	Active Task	Active Relationship	Reflective Relationship
Primary Values	Truth Commitment	Autonomy Commitment	People Autonomy	Truth People
Primary Behavior	Ask questions about Goals.	Make statements about Goals.	Make statements about processes.	Ask questions about processes.

Table 2: Leadership Tasks

	Management		Inolvement	
	Governance	Supervision	Partner	Mentoring
Strategy	Exercise authority	Align action	Speak to values	Awaken values
Goal	Establish norms	Enforce norms	Engage others	Empower others
Means	Assert power	Assert power	Invite relationship	Invite relationship
Success	Fairness perceived	Rules followed.	People cooperate	People flourish
Concern	Limit chaos	Frame creativity	Release creativity	Increase capacity
Process	Attend to structure	Monitor behavior	Attend, Investigate, Respond	Relate, Remember, and Restore.

Table 3: Leadership Skills

	Management		Inolvement	
	Governance	Supervision	Partner	Mentoring
Focus	External Awareness	Organizational Awareness	Active Listening	Transformative Listening
Mission	Identifying Goals	Pursuing Goals	Engaging processes	Exploring processes
Structuring	Setting Norms	Enforcing Norms	Following Norms	Exploring Norms
Strategic Contribution	Identifying Opportunity	Resource Assessment	Resource Negotiation	Capacity Building
Communicating	Clarity	Consistency	Dialogue	Dialectic
Deployment	Role Description	Delegation	Role Negotiation	Capability Building
Work Flow	Directing	Disciplining	Influencing	Empowering
Problem Solving	Framing Issues	Addressing Issues	Leveraging Diversity	Continual Learning
Conflict Management	Negotiating Systems	Naming Conflict	Creating Holding Environments	Inviting Engagement
Evaluation	Setting Standards	Evaluating Performance	Motivation	Coaching

Table 3: Leadership Skills: Goverance

	Skill	Definition
Focus	External Awareness	The ability to monitor the environment in anticipation of changes that may impact profitability.
Mission	Identifying Goals	The ability to identify critical factors that lead to success while denying resources to other opportunities.
Structuring	Setting Norms	The ability to define reality with clearly expressed behavioral boundaries.
Strategic Contribution	Identifying Opportunity	The ability to identify changes in the market.
Communicating	Clarity	The ability to express oneself unambiguously.
Deployment	Role Description	The ability to define functions and responsibility so that others understand what behaviors define their performance.
Work Flow	Directing	The ability to focus others without undermining their personal initiative.
Problem Solving	Framing Issues	The ability to identify key characteristics of a problem that hinders the forward movement toward a goal.
Conflict Management	Negotiating Systems	The ability to understand how complex social systems work and to move through them to accomplish goals.
Evaluation	Setting Standards	The ability to define, communicate and hold performance metrics that inspire improvement.

Table 4: Leadership Skills: Supervision

	Skill	Definition
Focus	Need Assessment	The ability to accurately estimate the resources required to complete a goal.
Mission	Pursing Goals	The ability to sustain effort through a variety of obstacles to complete a task.
Structuring	Enforcing Norms	The ability to accountable for behavior outside the adopted norm.
Strategic Contribution	Resource Assessment	The ability to accurately estimate the resources available to complete a goal.
Communicating	Consistency	The ability to express one message repeatedly in the face of opposing points of view.
Deployment	Delegation	The ability to hand a task to another while also holding the other accountable for satisfactory completion of the task.
Work Flow	Disciplining	To ability to successfully invite someone to embrace a task by by sound argument and appropriate action.
Problem Solving	Addressing Challenges	The ability to direct attention to an obstacle that prevents the forward movement toward a goal.
Conflict Management	Naming Conflict	The ability to identify an interpersonal obstacle without shaming others.
Evaluation	Evaluating Performance	The ability to speak directly and openly to another about the quality of their work and interaction with others.

Table 5: Leadership Skills: Partnering

	Skill	Definition
Focus	Active Listening	The ability to discern the meaning of what a person says that leads to mutual respect.
Mission	Engaging process	The ability to express appreciation for the contribution of others in overcoming a challenge.
Structuring	Following Norms	The ability to understand the value of a rule and fulfilling the spirit of it without a passive aggressive response.
Strategic Contribution	Resource Negotiation	The ability to yield a scarce resource to another in the pursuit of a common goal.
Communicating	Cooperation	The ability to exchange ideas with others in an open and creative way that enriches understanding.
Deployment	Role Negotiation	The ability to recognize capability in others and to call them to address challenges without undermining one's own contribu-
Work Flow	Influencing	The ability to inform the thinking of others, while welcome
Problem Solving	Leveraging Diversity	The ability to find opportunity in the unique perceptions, experiences and capabilities.
Conflict Management	Creating Holding Environments	The ability to maintain a social environment where others feel sufficiently secure to express themselves authentically.
Evaluation	Motivation	The ability to inspire others to do their best and to want to learn.

Table 6: Leadership Skills: Mentoring

	Skill	Definition
Focus	Transforming Listening	The ability to listen to awake understanding, motivation and resolve in the person speaking.
Mission	Exploring Processes	The ability to remain open to numerous and sometimes conflicting perspectives.
Structuring	Exploring Norms	The ability to question the meaning and value of a rule without undermining it.
Strategic Contribution	Capacity Building	The ability to identify opportunity to increase the human capital within an organization.
Communicating	Compassion	The ability to express a difficult truth to another person in a way that allows the person to feel supported in addition to
Deployment	Capability Building	The ability to associate oneself with another person through a task in such a way that the person learns new skills and devel-
Work Flow	Empowering	The ability to inspire another person to ever higher levels of performance.
Problem Solving	Continual Learning	The ability to inspire learning in others.
Conflict Management	Inviting Engagement	The ability to hold others in a conflict in ways that lead to creative solutions.
Evaluation	Coaching	The ability to helps others to see shortcomings as an opportunity.